

**CITY OF CORAL GABLES  
BUDGET/AUDIT ADVISORY BOARD**

**Meeting Minutes: Wednesday, February 7, 2018**

Conference Room First Floor , City Hall, 405 Biltmore Way, Coral Gables, Florida

<b>MEMBERS</b>	<b>M</b>	<b>A</b>	<b>M</b>	<b>J</b>	<b>J</b>	<b>A</b>	<b>S</b>	<b>O</b>	<b>N</b>	<b>D</b>	<b>J</b>	<b>F</b>	<b>APPOINTED BY:</b>
	17	17	17	17	17	17	17	17	17	17	18	18	
Tony A. Rivas	P	-	P	-	P	-	A	-	-	A	-	A	Mayor Valdes-Fauli
Erin Knight	E	-	P	-	-	-	-	-	-	A	-	A	Commissioner Jeanette Slesnick
Alex Menendez	E	-	A	-	P	-	P	-	-	P	-	A	Commissioner Vince Lago
John Holian	P	-	P	-	P	-	A	-	-	P	-	P	Commissioner Frank C. Quesada
Cheryl Goldstein	P	-	P	-	A	-	P	-	-	P	-	P	Commissioner Pat Keon
Francisco Paredes					P	-	P	-	-	P	-	P	Commissioner Mena
Rosa Bravo^										P	-	P	Mayor Valdes-Fauli

(Dash indicates no meeting; blank space indicates member not yet serving.)

^- New Member

#- Special meeting

\*\* - Resigned Member

**Staff:**

Diana Gomez, Finance Director

Keith Kleiman, Budget Director

Sally Ola Ola, Assistant Director

Minutes preparation and Recording Estela Valle, Bailey & Sanchez, Court Reporting, Inc.

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CITY OF CORAL GABLES  
BUDGET/AUDIT ADVISORY BOARD MEETING  
WEDNESDAY, FEBRUARY 7, 2018, 8:02 A.M.  
FIRST FLOOR, CITY HALL  
405 BILTMORE WAY, CORAL GABLES, FLORIDA

MEMBERS PRESENT:

CHERYL GOLDSTEIN, VICE CHAIR  
FRANK PAREDES  
ROSA BRAVO  
JOHN HOLIAN

CITY STAFF PRESENT:

KEITH KLEIMAN, ASSISTANT FINANCE DIRECTOR FOR MANAGEMENT AND  
BUDGET  
LEMAY RAMOS, IT APPLICATIONS MANAGER  
RAIMUNDO RODULFO, IT DIRECTOR  
PETER IGLESIAS, ASSISTANT CITY MANAGER; DIRECTOR OF  
OPERATIONS AND INFRASTRUCTURE  
SURAMY CABRERA, DEVELOPMENT SERVICES DIRECTOR

1 THEREUPON:

2 (The following proceedings were held.)

3 MS. GOLDSTEIN: I will call the meeting to order  
4 at 8:02, and we have-- I'll just go through the  
5 attendance. So Alex is absent and Rosa is on her way?

6 (Thereupon, Ms. Bravo entered the room.)

7 MS. BRAVO: Good morning.

8 MR. KLEIMAN: Good morning.

9 MS. GOLDSTEIN: Hi, how are you?

10 I would like to call for the approval of the  
11 minutes, with the corrections of the typos that were  
12 given just a couple of minutes ago.

13 MR. PAREDES: So moved.

14 MS. GOLDSTEIN: Second?

15 MR. HOLIAN: Second.

16 MS. GOLDSTEIN: Okay. All in favor, aye.

17 So while we're waiting, I think we should maybe  
18 review the overtime report.

19 MR. KLEIMAN: Yes, we can do that.

20 MS. GOLDSTEIN: Keith.

21 MR. KLEIMAN: We tried to get the Police Chief to  
22 come, and unfortunately he had something else to do, and  
23 he says that he will definitely be here for the next  
24 one, because the overtime is still showing as very, very  
25 high.

1           There are a lot of recruitment efforts going on,  
2           and some of the higher ones really have to do with  
3           Technical Services. You can see there, at 66 percent  
4           for the first quarter, and E911. Those are tied  
5           together. They're really the same division. And that's  
6           still due to the Communications Operators vacancies.

7           At this point, you know, we've been doing overtime  
8           a lot over the last number of years actually, so I think  
9           it's important when these type of numbers show, that we  
10          actually have the Police Chief here to really discuss  
11          them with you, and you can get it firsthand. So I tried  
12          to get as much detail into this footnote, as you can  
13          see.

14          There was a recruitment effort in the  
15          Administrative Department, and that would be Division  
16          5000 and 5060. It would explain why they are running a  
17          little high.

18                 (Thereupon, Suramy Cabrera entered the room.)

19           MR. KLEIMAN: Hi. Have a seat right there.

20           It would explain why they are running high. We  
21           are pretty much down to one or two vacancies, maybe even  
22           zero at this point, because I'm not sure exactly,  
23           because this report is a few days old. So the City  
24           really moved forward with their recruitment effort, and  
25           some of the recruitment efforts should be winding down.

1 They're still going to stay on top of it.

2 The holidays played a big part in Division 5020,  
3 the holidays for the first quarter. That's where they  
4 expended most of their overtime. It's actually pretty  
5 much more than 25 percent, and that would be fairly  
6 normal; however, one more time, I would really like the  
7 Police Chief to be here to discuss this with you. So  
8 we're going to try to get him for the next meeting, if  
9 that's okay with everybody.

10 Okay. Now, Fire, Fire is still running a little  
11 high.

12 MR. PAREDES: So, Keith, let me ask, so overall  
13 it's at 40 percent. We're running 40 percent over  
14 budget for the first quarter?

15 MR. KLEIMAN: Well, we're at 40 percent, which is  
16 15 percent.

17 MR. PAREDES: Right, which is 15 percent over. Is  
18 that expected to be running like that or do you rather  
19 wait for the Chief to explain that, or is it going to be  
20 dwindling down and eventually we'll catch up?

21 MR. KLEIMAN: What's not expected is Technical  
22 Services and E911.

23 MR. PAREDES: Okay.

24 MR. KLEIMAN: So there are still vacancies there--  
25 a good amount of vacancies. I think it's six or seven,

1 and that counts for a lot. So they are running high.

2 MS. GOLDSTEIN: So I have a question on that.

3 MR. KLEIMAN: Sure.

4 MS. GOLDSTEIN: So on the Technical Services,  
5 where you said it was communications operators, has  
6 there been a review of-- those are the people answering  
7 the phones?

8 MR. KLEIMAN: Yes.

9 MS. GOLDSTEIN: Has there been a review of the  
10 salary level for that?

11 MR. KLEIMAN: Yes.

12 MS. GOLDSTEIN: And I remember, in the past, it's  
13 also been an issue.

14 MR. KLEIMAN: Right.

15 MS. GOLDSTEIN: But my understanding is that they  
16 pull people when they need to from other places to make  
17 sure that there's coverage. It's not as though 911  
18 calls are not being responded to or answered.

19 MR. KLEIMAN: Right.

20 MS. GOLDSTEIN: So I've heard about recruitment  
21 efforts as it relates to police on the ground. Maybe  
22 the Chief can comment on recruitment efforts as it  
23 relates to Communications.

24 MR. KLEIMAN: Right. The situation with the  
25 Communications Operators is that if you don't have

1 enough operators to work overtime, you have to call in  
2 staff that would actually understand that type of  
3 message. So they end up bringing in sworn, and sworn  
4 are at a much higher level, so the overtime is  
5 extraordinary.

6 MS. GOLDSTEIN: The other thing is, if you could  
7 ask HR from another department what they're seeing on  
8 the recruitment side and get some feedback from them. I  
9 think that would be helpful, in addition to the Chief.

10 MR. KLEIMAN: Right. Would you like the HR  
11 Director to be here? We could.

12 MS. GOLDSTEIN: I think if you--

13 MR. KLEIMAN: Just get the information?

14 MS. GOLDSTEIN: If you can get the information.  
15 If you feel it's necessary--

16 MR. KLEIMAN: Just making the offer. That's fine.

17 MS. GOLDSTEIN: I think it's interesting to hear  
18 what efforts are going on, from an HR side, and from the  
19 HR person to hear that there's not a need for a salary  
20 increase in order to recruit.

21 MR. KLEIMAN: Well, the problem is that the  
22 teamsters contract has not been ratified yet. They have  
23 voted it down so far. The comp study has been done, and  
24 I believe the operators would be getting an adjustment,  
25 but they have not as of yet.

1 MS. GOLDSTEIN: And they can't do anything unless  
2 it's in the contract?

3 MR. KLEIMAN: Right. The contract is-- we're  
4 hoping, we're waiting. We think there might be an  
5 agreement coming. So they've voted it down, I think,  
6 twice already. It was supposed to be effective for  
7 October 1st. So we're still waiting for that.

8 MS. GOLDSTEIN: And is there a possibility of  
9 pulling out that piece and getting a vote on that piece  
10 of the contract?

11 MR. KLEIMAN: No, not when it comes to the  
12 teamsters.

13 MR. HOLIAN: It kind of hurts them. It's a little  
14 challenging.

15 MS. GOLDSTEIN: Okay.

16 MR. HOLIAN: I have a question. With the budget,  
17 and this is probably a simple question, because I'm not  
18 an accountant, what's the cost of a full-time employee,  
19 because we're in need of a full-time employee? So if we  
20 have the budget, is the budget relative to if we were to  
21 have full employment or is the budget relative to not  
22 full employment? Do you understand what I'm saying?

23 MR. KLEIMAN: No, it's a very good question,  
24 because we haven't touched on Police-- I mean, Fire.  
25 And Fire is exactly that issue. So for Fire, the budget



1 going back was originally 350,000. We've upped it to  
2 410, which I think it's where we're at now-- 430, I'm  
3 sorry. And they are still under.

4 Now, recently, the last contract, the minimum  
5 staffing was up to 32. Now, you have to understand, for  
6 the sake of Fire, those are Kelly days. So it's a much  
7 higher overtime rate, but someone's on board for 24  
8 hours.

9 MR. HOLIAN: Okay. So in simple terms for me,  
10 let's say the budget is 400 grand, for the sake of  
11 conversation, that's the budget that you expect to spend  
12 the whole year, correct?

13 MR. KLEIMAN: Right.

14 MR. HOLIAN: With the number of employees that you  
15 have on board or the number of employees that you need?

16 MR. KLEIMAN: Okay, no. That is for the ones you  
17 have. That is for-- if you are fully staffed, that is  
18 for the anticipated regular overtime.

19 MR. HOLIAN: If you are fully staffed?

20 MR. KLEIMAN: Yes.

21 MR. HOLIAN: But what we're talking about here,  
22 these are not fully staffed?

23 MR. KLEIMAN: These are not fully staffed. There  
24 are two things with Fire. They are not fully staffed,  
25 plus they do not have enough-- that 430 is not enough

1 for the regular overtime as needed to maintain for  
2 absences, for any type of sicknesses, things like that,  
3 vacations.

4 So they actually did an analysis. I have read it.  
5 I have questions. Unfortunately, our Police Chief's  
6 brother passed away last week, so I couldn't-- I  
7 would've had a better answer for you than what we have  
8 right now. This is their response that I have on here,  
9 but I'm not comfortable with exactly everything in the  
10 analysis. I had questions about it. So once I get a  
11 resolution for my questions, I can have a better answer  
12 for you.

13 MR. HOLIAN: Okay, because if we're talking about  
14 hiring other people and doing overtime, then this number  
15 is just an estimate of what the budget should be?

16 MR. KLEIMAN: Right. Right now we're hiring other  
17 people because they have vacancies.

18 MR. HOLIAN: Right.

19 MR. KLEIMAN: And when Police has vacancies, it's  
20 an issue.

21 MS. GOLDSTEIN: Police or Fire? You said Police  
22 Chief-- Assistant Police Chief. I think you meant the  
23 Assistant Fire Chief.

24 MR. KLEIMAN: No. Actually the Fire Chief's  
25 brother passed away.

1 MS. GOLDSTEIN: You said, Police.

2 MR. KLEIMAN: Did I?

3 MS. GOLDSTEIN: Yes.

4 MR. KLEIMAN: I keep saying that. That's three  
5 times in a row.

6 MR. HOLIAN: That's the first incorrect thing I've  
7 heard you say in like seven years. I think we can cut  
8 you some slack. Maybe eight years.

9 (Simultaneous speaking)

10 MR. KLEIMAN: I apologize. So, no, it's the Fire  
11 Chief. You know, we saw him at the funeral, but, of  
12 course, I couldn't ask him questions on something like  
13 this. So he is aware, because I emailed him. The  
14 Deputy Chief has responded. He gave me this response.  
15 But the Fire Chief is aware of my questions on his  
16 analysis, and we'll discuss that when he gets back.

17 MR. HOLIAN: The second question is, since the  
18 teamsters deal is going on, is this going to get any  
19 better in the short term, or until that contract is  
20 done, this is where it's going to be?

21 MR. KLEIMAN: Well, again, I don't have an answer  
22 exactly for you for the Communications Operators.  
23 That's why I wanted the Police Chief here, okay. I have  
24 their response, but that's the best I can do. So I  
25 would really like it if you could ask them those

1 questions directly as to what they feel is going on  
2 that's causing the vacancies to stay at six or seven.

3 MR. HOLIAN: It seems systemic, but I know we  
4 talked about not being fully staffed, we don't  
5 necessarily have to be fully staffed. But to see this  
6 over and over and over and over again--

7 MR. KLEIMAN: Right. And not have to be fully  
8 staffed is sometimes with Police, not with this. With  
9 this, we actually need these. We're not overstaffed  
10 here. We need these positions. We have 32  
11 communications operators, because we need 32. So that's  
12 the problem. It's a tough job to hold. It's a very  
13 high stress job. I know the vacancy rate has been high,  
14 because we lose them as we get them.

15 MR. HOLIAN: What's the comp range, do you have  
16 any idea?

17 MR. KLEIMAN: No, not off the top of my head. I  
18 can get that for you.

19 MR. HOLIAN: No. I was just wondering.

20 MR. PAREDES: Keith, let me ask you, so we  
21 budgeted a million one for the year in Police overtime.  
22 Was that based on estimate; based on history; based on  
23 what?

24 MS. GOLDSTEIN: The bottom number?

25 MR. PAREDES: Yeah, the bottom number. I'm

1 looking at the one million one, and we're already at  
2 481. What happens at the end of the year if that one  
3 million and one is not enough? Who is held accountable  
4 for it? Is it rebudgeted or what happens? Because this  
5 is-- like you're saying, this looks--

6 MS. GOLDSTEIN: But there is a favorable variance  
7 in salary.

8 MR. KLEIMAN: We use salary surplus. And you guys  
9 have already asked us before, okay, "So this salary  
10 surplus, does all of that get completely used up to fill  
11 all of the overtime?" And it's not the case. It is  
12 definitely cheaper to use overtime than to do additional  
13 positions. We had talked about that before. We never  
14 run out of salary surplus there. So the overtime use is  
15 less than actually hiring new staff to fill.

16 So, now, this is the first time in-- honestly,  
17 it's been two or three years that we're almost up to  
18 full staff on the Police side for sworn, okay. So we  
19 should see some of these numbers going down. The extra  
20 recruitment efforts in the administration areas, they  
21 should be going down, as well, because there are no  
22 vacancies to fill.

23 MR. PAREDES: Okay. So what you're telling me is  
24 that if we run short on overtime, we'll pick it up in  
25 the salary surplus? So you guys have fudge factors in

1           there?

2                   MR. KLEIMAN: Right. And last year, I don't know  
3 if you recall, we actually transferred in \$760,000.

4                   MR. PAREDES: I wasn't around. I wasn't here last  
5 year.

6                   MR. KLEIMAN: Okay. It was toward the end of the  
7 fiscal year. We transferred in \$760,000 to cover their  
8 overtime needs.

9                   MR. HOLIAN: And there were years and years ago  
10 when the number was north of three, right, three  
11 million?

12                   MR. KLEIMAN: Oh, before I got here.

13                   MR. HOLIAN: Yeah. Yeah. I think it was  
14 something like up to 3.7 in overtime.

15                   MR. PAREDES: I'm just trying to gauge whether  
16 it's a budget issue or an administrative issue.

17                   MR. KLEIMAN: No, it's not a budget issue. Again,  
18 from the Budget's side, you don't want to just flood  
19 them with overtime. If it's there, it's going to get  
20 spent. Again, we keep it at this, and then we try our  
21 best to hold them accountable. But, again, it's an  
22 operation that is mandated by the Commission. They are  
23 looking for public safety as their number one priority.

24                   MR. PAREDES: I understand.

25                   MS. GOLDSTEIN: Anything else on that overtime?

1 We'll have the Police Chief, as requested, here at the  
2 next meeting, and you will update us on further  
3 explanations of Fire.

4 MR. KLEIMAN: Yes.

5 MS. GOLDSTEIN: Okay. If there's not anything  
6 else on overtime, let's go back to--

7 MR. HOLIAN: Technical Services, were we not going  
8 to talk about Technical Services and overtime?

9 MR. KLEIMAN: Yes. You wanted the salary range  
10 for that?

11 MR. HOLIAN: No. Was that the--

12 MR. KLEIMAN: That's the communications operators,  
13 those two divisions.

14 MR. HOLIAN: Okay.

15 MS. GOLDSTEIN: Okay. So let's go back to the  
16 status of amending the new system for electronic plans  
17 review.

18 MR. KLEIMAN: Okay. We actually have four  
19 speakers for that.

20 MS. GOLDSTEIN: Yes, I see that.

21 MR. KLEIMAN: Okay. So we have, from the  
22 programmatic side and then we have the technical side.  
23 So if you want to do the programmatic side first, just  
24 to give us a status on where we are with the planning,  
25 and then IT can take over and tell you where we are on

1 the technical side.

2 MS. GOLDSTEIN: Great. Welcome.

3 MR. IGLESIAS: Good morning. I'm the Director of  
4 Operations and Infrastructure. How are you?

5 We have had a program for a long time, EDEN, which  
6 is really more of a finance program. It's not really a  
7 Building Development Services program, and it's not very  
8 functional. It certainly does not provide for  
9 efficiency. So this is a program that the IT Department  
10 has done a great job in looking at all of the software  
11 that's out there right now as to what we can-- what kind  
12 of software does Development Services need. And by  
13 Development Services, we are talking about the Building  
14 Department, Code Enforcement. We are talking about  
15 Planning and Zoning. And also there's other aspects to  
16 this, which is Public Works, which this will be  
17 pertinent for. It would be for Historical, which is  
18 also in the permitting process. In addition to that, it  
19 would be for Fire, because Fire is also in the  
20 permitting process.

21 So this is, I think, the most versatile and robust  
22 program out there right now. And I think we looked at I  
23 don't know how many. IT looked at all of them, but we  
24 had about five or six presentations here that I was a  
25 part of. The current program really does not allow us



1 to go to electronic plans review. It's more of a  
2 Finance program that was tweaked toward Development  
3 Services.

4 When I was in Miami-- I was in Miami for four  
5 years-- we did an internal program that was excellent.  
6 It gives all of the reporting and all of the operation  
7 issues that we needed. For instance, inspectors, you  
8 could go online-- you can go online to the Miami  
9 website, put in inspections, and actually look at a GIS  
10 map of where that inspector is and where your inspection  
11 is at. So if your house is being inspected as  
12 inspection number 12, when it's 10, if you're at work,  
13 go home.

14 All right. So we actually reduced our calls from  
15 5,500 a month to 2,000. 2,000 is still a lot, but it's  
16 a substantial reduction. So this program is an  
17 off-the-shelf program. We don't really have the ability  
18 to do it in-house, but it's an excellent off-the-shelf  
19 program. It does most of the things or, if not, all of  
20 the things that the Miami program does that I built.

21 In addition to that, it also works very well with  
22 electronic plans review. Electronic plans review is  
23 what you are working on right now. It's hardware,  
24 software and space planning. We're now working on  
25 software and hardware. Space planning is also an issue,

1           because you need a certain amount of space to do it.  
2           The idea of the electronic plans review and this program  
3           is to increase our efficiency. And we don't increase  
4           our efficiency by having electronic plans review on a  
5           monitor this size. It's not effective. You can't see a  
6           building this size. We can't see it piecemeal. So if  
7           you would like to see it, IT did a mockup of our  
8           proposed electronic plan review system, which is a large  
9           table where the actual plan is shown there in full-size.  
10          You can mark on it, make notes and so forth, and two  
11          large monitors, one for codes and all additions, and one  
12          for revisions.

13                 So what we're looking at is a system that will  
14          allow us productivity. I don't need a computer system  
15          to slow me down. If I can do it faster by hand, why do  
16          I need a computer? And I know it's sacrilegious to that  
17          side there, but it's a fact.

18                 MR. PAREDES: Especially for our generation.

19                 (Simultaneous speaking.)

20                 MR. IGLESIAS: So we are looking right now at--  
21          actually, we're looking at everything. We're looking at  
22          space planning at 427. IT is looking at hardware. And  
23          we're really at the point where we know the hardware  
24          that we want. This is a similar model that I went  
25          through with the City of Miami, so we didn't reinvent

1 the wheel, and software.

2 MS. GOLDSTEIN: And this is all in the capital  
3 plan?

4 MR. KLEIMAN: Yes. We started funding it, what,  
5 two years ago? So this, the third year or the second  
6 year?

7 MR. RAMOS: This is the third year.

8 MR. IGLESIAS: The system we're trying to go  
9 into-- we're trying to go to a full GIS system.

10 MR. HOLIAN: GIS, means?

11 MR. IGLESIAS: For instance, if I wanted to know  
12 what the zoning was on this building, you can go into  
13 the GIS system, click on this building--

14 MR. HOLIAN: What does the acronym GIS stand for?

15 MR. IGLESIAS: Geographic Information System.

16 MR. HOLIAN: Thanks.

17 MR. IGLESIAS: And so the system, you just click  
18 on it, and you get full information. For instance, we  
19 may have a drainage problem at your house, we can click  
20 on your house, and know exactly what the drainage is,  
21 what the information is. And so we want to go to that  
22 format. The Miami program was very, very informative.  
23 You can also get rid of huge amounts of space. We  
24 gained about 3,000 square feet, getting rid of  
25 digitizing everything, and getting rid of-- we had files

1 I thought they were going to collapse the floor, and all  
2 of that is gone. We gained 3,000 square feet.

3 And, in addition to that, the information was  
4 handy, because going through files is not handy. So  
5 this is long range what we're looking at. What we're  
6 starting right now is with the electronic plan review,  
7 and also a software system that is based-- it's not  
8 finance based, but it will integrate with our new  
9 Finance package. And it provides the Development  
10 Services, Fire, Public Works, everything that has to do  
11 with development, with the right tools to do the job.

12 MS. GOLDSTEIN: And what's the expected timeline  
13 for like the purchase and implementation and the  
14 training?

15 MR. IGLESIAS: About a year-and-a-half, correct?

16 MR. RODULFO: Year-and-a-half is the typical  
17 implementation length, if we have an aggressive timeline  
18 of implementation.

19 MR. IGLESIAS: Year-and-a-half to two years  
20 really, because not only do we have to purchase it, get  
21 it done, train everybody, but move the platform to that  
22 system. And, if you like, our Development Services  
23 Director, Suramy Cabrera, is here. If you go to the 4th  
24 Floor-- I think we're going to be moving it to 427.  
25 We're going to start trial on a large project right now

1 to bring it in through that system.

2 There are a number of issues that we have to deal  
3 with. For instance, plans are signed and sealed by  
4 architects and engineers, so we have to purchase some--  
5 I think it's-- which is the ones that we're checking  
6 into?

7 MS. CABRERA: The PDFs, to check the electronic  
8 signatures, Adobe, what is it?

9 MR. IGLESIAS: Adobe and some of the others,  
10 because when you submit a plan that's signed and sealed,  
11 if you don't check, then that person can submit-- it  
12 happened in California by the way. We have 200  
13 buildings that are deficient, Some people working  
14 without a license. And so it does check-- it's like  
15 opening your software, and it automatically goes to the  
16 Internet and checks if you have a license. This opens  
17 up the software, checks that it was the original plan  
18 and its license. We don't have that requirement in  
19 Zoning. We do have that requirement in Building. So we  
20 are going to start in Zoning and getting everybody  
21 geared for that.

22 MS. GOLDSTEIN: And which users have been the most  
23 involved in helping to select the package?

24 MR. IGLESIAS: It's been Development Services,  
25 which is Building, Planning and Zoning, Code

1 Enforcement. It's also been Public Works, and we've had  
2 Fire. So we have all of the users there that are  
3 involved in the selection process. I think one program  
4 came up leaps above everybody, as far as what we need,  
5 and as far as compatibility with the review software,  
6 too.

7 MR. RODULFO: In the evaluation process, we have,  
8 in a period of one year, evaluated six applications with  
9 multiple dimensions, multiple criteria. And there's an  
10 index that is called GolfTec 100, similar to NASDAQ 100,  
11 but for government technology. And this is one of the  
12 leads in that GolfTec 100 list, as well as the other  
13 applications that we tested. So with all of the  
14 technology, we went through the process of analyzing all  
15 of the applications.

16 MS. GOLDSTEIN: And what do you think the-- let's  
17 see-- the developer or the homeowner, what do you think  
18 the effect will be on this-- on the citizen when they're  
19 dealing with the City when they go to do a project?

20 MR. IGLESIAS: You'll be able to go online and  
21 look at every aspect of your permit. You'll be able to  
22 know where it is, who's looked at it, what all of the  
23 comments are. Also, from an inspection point of view,  
24 like I mentioned, you will be able to call Inspections,  
25 reference inspections. Eventually, once we go into GIS,

1 we will have that GIS base. That's ongoing for what we  
2 have to do. So it's like the Miami program. It's very  
3 user friendly. You can get all of the information.  
4 And, for instance, you can find out, from a resident's  
5 perspective or from a contractor's perspective, which  
6 helps the resident. For instance, like I mentioned,  
7 you're replacing your a.c., you want to know when the  
8 inspector is going to be there, you put in your  
9 inspection, you get the GIS system showing all of that  
10 part of that inspection, the route of that inspection.  
11 You know that you're inspection number 12. When  
12 inspection 12 turns from green to red, it means that  
13 it's been done. You should be going home to open the  
14 door so the inspector can actually see the equipment.

15 MR. HOLIAN: So it's my understanding that it's  
16 the 12th inspection of the day?

17 MR. IGLESIAS: Well, there may be 20.

18 MR. HOLIAN: Yeah, but, I mean, you were the 12th  
19 one. Like there may be one in the morning, he completes  
20 one, you can see in the system number two, three--

21 MR. IGLESIAS: It turns from green to red. And we  
22 want to do something similar. And IT has been to Miami.  
23 As a matter of fact, they were there a couple of times  
24 while I was there to look at the system so that it's  
25 very-- the idea is to make it user friendly. We want to

1 eliminate calls. The more calls you have, that means  
2 the more problems you have.

3 MR. HOLIAN: Does Building and Zoning or  
4 Development Services understand the expense and  
5 heartache that it brings to the citizens by being back  
6 in the Stone Age and getting your plans and inspections  
7 done?

8 I'll give you an example. I made a new driveway,  
9 so I wanted to put a brick driveway in. I called up,  
10 got a contractor. He said, "Oh, get me the square  
11 feet," so on, and so forth.

12 He said, "Oh, it'll be somewhere between 7,500,  
13 \$8,500."

14 "Where do you live?"

15 "Coral Gables."

16 "Add \$3,000."

17 That happens all of the time, all of the time.

18 MR. PAREDES: That is correct.

19 MR. HOLIAN: And it's time-- contractors, they  
20 don't even want to do work in the City. I mean, of  
21 course, some do and they do, but, I mean, this has been  
22 going on forever, and I don't mean to be negative, but  
23 one-and-a-half to two years?

24 That's fantastic that you're doing it. It's great  
25 that you're doing it, but the obscene cost of living in



1 Coral Gables-- which I love. I've been here for 28  
2 years-- contractors don't even want to come in here,  
3 except to put an enormous premium on it.

4 MR. IGLESIAS: Well, two things. I've been in the  
5 construction industry for 35 years. I've been a  
6 construction engineer and a GC since 1983. Price does  
7 vary. If you're in Gables Estates, the prices would be  
8 even higher, because contractors do look at that. It's  
9 part of the game. Number one, that's part of the game.  
10 You may get a different price in Dade County than you're  
11 going to get in Gables Estates.

12 Two is, we live in a city that has quite a number  
13 of standards. For instance, no other city has a Board  
14 of Architects. And the reason you have a Board of  
15 Architects is because you don't want a purple house next  
16 to yours. So there are some additional requirements--  
17 Zoning requirements, which, by the way, have been looked  
18 at by Key Biscayne and Pinecrest, because of the effect  
19 of property values, right.

20 The fact that we do have strict zoning, the fact  
21 that-- my dad was a contractor here in the-- one of the  
22 first Cuban GCs, and he worked here in the '60s and  
23 '70s, until, unfortunately, he became sick, and we had  
24 quite a number of people say, "How can you work in the  
25 Gables?" My dad didn't have a problem working here. He

1 did it to code. He did it right. Never a problem. He  
2 was one of the first GCs in Coral Gables.

3 MR. HOLIAN: How about getting permitted in the  
4 City of Coral Gables?

5 MR. IGLESIAS: Well, I can tell you an example  
6 that--

7 MR. HOLIAN: I don't want to waste any more time.

8 MR. IGLESIAS: But I can tell you something, I  
9 remember being on the Board of Architects when I was  
10 young, and somebody brought in plans that were not very  
11 acceptable. They brought them in ten times. I  
12 remember. He didn't make it on the eleventh time, but  
13 that house was not an acceptable house here.

14 MR. HOLIAN: That's perfectly fine.

15 MR. IGLESIAS: So I'm not trying to excuse it. I  
16 think we can get better. This is a way to get much  
17 better, but there are some inherent issues--

18 MR. HOLIAN: I think you're always going to have  
19 that.

20 MR. IGLESIAS: --In the Street Zoning, in having  
21 the Board of Architects that may cause a little bit of  
22 time, but it also maintains property values. That's why  
23 property values are more here than they are across the  
24 street from Douglas Road. So I'm giving you the  
25 positives and the negatives from working 25 years in the

1 private sector, in coming to government after that.

2 MR. HOLIAN: Okay.

3 MS. GOLDSTEIN: I think, actually, you have a good  
4 point, Keith, and that might be something good to put on  
5 the internal auditor list of a process to review in the  
6 future, whether it's, you know, to just walk something  
7 through the process?

8 MR. HOLIAN: I think you can do both. I think you  
9 can submit good plans, be as strict as possible and  
10 follow the code. I don't think there should be cutting  
11 corners, but it seems that there could be a way to move  
12 the process along.

13 MR. IGLESIAS: We want to assure you that that's  
14 what we want to do. We want to be as efficient as  
15 possible maintaining our standards.

16 MR. HOLIAN: Yeah. They're not mutually  
17 exclusive.

18 MS. GOLDSTEIN: But I also think-- I'm wondering  
19 whether this system will be able to show or report items  
20 that are taking longer than what you would set as a  
21 timeframe for that task to be completed by?

22 MR. IGLESIAS: Absolutely.

23 (Simultaneous speaking.)

24 MS. BRAVO: Once this is implemented, what is your  
25 expectation in the permitting process to decrease by a

1 certain percentage? Do you have goals to obtain, once  
2 this is implemented, because the permitting process  
3 takes a long time here?

4 MR. IGLESIAS: Well, I think one of the good  
5 things that this program is going to give us, it's going  
6 to give the Director excellent reporting so that we can  
7 look at where the problems are. For instance, if  
8 electrical is taking 30 days, and it should be taking 20  
9 days, then-- so that's going to be-- that's a huge issue  
10 that we really don't have accurate information right  
11 now. This is going to give us the reporting that we  
12 need.

13 As a matter of fact, we're going to have a  
14 dashboard that will allow the Directors, Assistant  
15 Directors to-- similar to the-- I got a report in Miami  
16 every week. The Assistant Director got the efficiency  
17 report every day, so we knew exactly where any of these  
18 issues are, but we need to know where we're at.

19 (Simultaneous speaking.)

20 MR. RAMOS: And in addition to that, one of the  
21 things that we're looking at as part of the  
22 implementation is reviewing the process that we have.

23 MS. CABRERA: Which I have already started to do.  
24 I went through this process in another city where I was  
25 the Director there for their Building Department also,

1 and we moved to a software similar to this one. It was  
2 a much smaller municipality, so we went with something  
3 that wasn't as expensive as EnerGov. We looked at  
4 EnerGov. We loved it. That would have been my first  
5 choice over there, too. But, even with the software  
6 that we did get, we were able to run reports, and it was  
7 very-- quickly we realized that a lot of times people  
8 are saying, "It takes me so long to get a permit," but  
9 the plans had been reviewed. They're just sitting here,  
10 because they were rejected and no one has come to pick  
11 them up or take them to outside agencies, or the  
12 architect has taken two months to come back in with the  
13 revisions. So very quickly I was able to really  
14 document right away, you know, this is where we have  
15 issues, and a lot of them were out of our control.

16 MR. HOLIAN: That has been sitting on our desk for  
17 30 days, and the architect never came back, so on and so  
18 forth, and he's blaming the City?

19 MS. CABRERA: Absolutely, or I had cases where we  
20 dropped off the plans two weeks ago, and nobody has  
21 looked at it. And literally the intake was the night  
22 before, the day before. We had taken them in that  
23 afternoon. So you get to see those, and you see where  
24 you really have problems, and when you don't. I'm not  
25 saying that you don't have issues. The City does have

1 the additional requirements. They have strict zoning  
2 here. They have the Board of Architects. So these are  
3 additional reviews and additional steps, and we'll be  
4 able to look at that. We've already implemented some  
5 changes, you know, to help out with the Board of  
6 Architects to see if we can get plans through there.  
7 Maybe plans that aren't very complicated and can be  
8 administratively approved, and taken out of here, don't  
9 have to wait for the Board of Architects meetings.  
10 We're doing that already, but it's going to be  
11 interesting to see, because I wouldn't be surprised if  
12 we saw a lot of what I saw in Bal Harbour, which is that  
13 our reviews really weren't taking very long.

14 (Simultaneous speaking.)

15 MR. PAREDES: Let me just say, I see a lot of  
16 construction going on, and I understand a  
17 year-and-a-half, but if you guys can shorten that period  
18 of time as much as you can in Staff. I hope it's not a  
19 money issue, because it's been funded. So, you know,  
20 the quicker, the better, I think, because there is a lot  
21 of construction out there.

22 MS. CABRERA: There are things that we've already  
23 implemented.

24 MR. IGLESIAS: Let me just say one thing that's  
25 very important. It's that by initiating this program,

1 we will have to look at every one of our processes,  
2 which is fantastic, because you look at the processes,  
3 and we'll have to look and streamline every one of our  
4 processes. So this implementation, you don't just  
5 implement it and go. So Development Services has to  
6 work-- and Fire, and Public Works with IT and Historical  
7 to look at that process. And when we're doing this,  
8 we're going to streamline that process as much as  
9 possible. So not only would this initiate efficiencies  
10 through the electronic panel review, but I think it's  
11 going to generate efficiencies by looking at every  
12 process, because we have to program every process, and  
13 that makes you look at that, which is really a great  
14 thing right now.

15 So to answer your question, we want to be as  
16 efficient as possible while maintaining the Coral Gables  
17 standards that provides our property values.

18 MR. RODULFO: We already started the process  
19 analysis of all that is related to permits with  
20 Development Services, and that's going to continue in  
21 the implementation.

22 MR. IGLESIAS: Did I miss anything, Suramy?

23 MS. CABRERA: Well, we did a little pilot program  
24 on an electronic submittal. We have EDEN now. It's not  
25 really friendly for that, but we could take a set of

1 plans and electronically have our reviewers review them,  
2 and we did that to see what are some of the things that  
3 work and don't work. We found that revisions are a  
4 little bit tough to keep track of. So we need to look  
5 at software to help us keep track of revisions. The  
6 approval on lead sheets, you know, so that it's clear  
7 that the approval was by the electrical inspector, the  
8 plumbing. You know, so we're really working on the  
9 electronic plan review portion of it, which doesn't  
10 necessarily have to wait for EnerGov to be on board. So  
11 we are doing that. And for some of the--

12 We have a very large project right now that's  
13 coming in, and we're going to do that one electronically  
14 also. We're going to do the reviews electronically.  
15 There are outside agencies that control what we're  
16 allowed to do here also. We don't work independently  
17 from the County for our review. So if the County still  
18 needs a paper copy, and we still need to see DERM stamps  
19 on a paper copy here, we can't completely eliminate the  
20 two sets, but we are trying, and we're actually working  
21 with DERM and WASAD on how all of the cities work  
22 electronically with these outside agencies-- the County  
23 agencies. So we have been taking steps, and I think  
24 we're headed in the right direction. We're looking at  
25 our processes, our fees, how we fee items to simplify



1           our fee, so that we don't implement archaic or systems  
2           that really aren't necessary anymore with our new  
3           system. So you will see improvements, and hopefully  
4           shortly.

5           MR. IGLESIAS: And by the way, when I was in  
6           Miami, I did meet with DERM and WASAD twice. The  
7           problem that they have is, they're using an archaic  
8           system based on mainframe still; however, they are  
9           looking at revamping their entire system right now, and  
10          going away from the mainframe, because they have a  
11          problem that there's nobody that could work in the  
12          mainframe anymore. So once they get that done, we may  
13          have the ability to submit to the Water Department, to  
14          DERM, all of those agencies electronically. Right now,  
15          we couldn't do it in Miami because they weren't ready.

16          MR. HOLIAN: The last question I have is the space  
17          location, that space issue, do you have enough space to  
18          do this?

19          MR. IGLESIAS: Not right now.

20          MR. HOLIAN: Is it the plan where your space is  
21          going to be, because did anyone read the article about  
22          the Fire truck might not fit in the new building plan?  
23          I'm serious.

24          MR. IGLESIAS: That's not true.

25          MS. GOLDSTEIN: Yeah. There's a lot of false

1 stuff out there.

2 MR. HOLIAN: I assumed it wasn't true, but that's  
3 why I asked.

4 (Simultaneous speaking.)

5 MR. HOLIAN: But do you have enough space, and is  
6 that part of the plan?

7 MR. IGLESIAS: Well, part of the plan is 427, to  
8 revamp 427, to move Development Services there, and  
9 create this space planning, because we don't have it  
10 upstairs.

11 MR. HOLIAN: But it's in the plan?

12 MS. CABRERA: It's in the plan.

13 MR. IGLESIAS? As a matter of fact, we already  
14 have a floor plan. I think we've met on it.

15 MR. KLEIMAN: We're meeting tomorrow.

16 MR. IGLESIAS: And we've met already concerning  
17 that, because it's two things, it's equipment,  
18 programming and space planning.

19 MS. GOLDSTEIN: And is there anything that you all  
20 see that our Committee can do to assist in your process?

21 MR. IGLESIAS: We can use all of the help we can,  
22 because we would like to get this implemented as soon as  
23 we can. We do have budgetary issues.

24 MR. HOLIAN: Wait, stop right there. That's what  
25 we want to know.

1 MR. IGLESIAS: Exactly.

2 MR. KLEIMAN: What budgetary issues?

3 MR. IGLESIAS: No, no. I'm just saying, he does a  
4 great job.

5 (Simultaneous speaking.)

6 MR. IGLESIAS: No. There are always--not in this,  
7 but I'm saying, we have a lot of work coming up now. We  
8 have the Public Safety Building. We have Fire Station  
9 2. What I'm saying by budgetary issues is that I've  
10 been working with Keith, and he has been excellent.  
11 He's been excellent in working with us, in seeing how we  
12 work the move from the Third Floor to 427. We have a  
13 whole floor there that really works out very well, that  
14 we're not using effectively, and he has been excellent  
15 in working with us.

16 So I don't mean budgetary issues. I'm saying,  
17 working out the budgetary issues, and Keith has been  
18 excellent, because I think he understands that we have  
19 to become more efficient, and he's been excellent in  
20 that. He's got a tough job.

21 MR. HOLIAN: Tell Keith and Keith will bring it to  
22 us.

23 MS. GOLDSTEIN: Well, thank you for taking the  
24 time--

25 MR. IGLESIAS: Everybody wants Keith. They call

1 him the money man.

2 MS. GOLDSTEIN: --For taking the time. I'm  
3 assuming that the Commission has gotten many updates on  
4 this, or where is the Commission on their level of  
5 knowledge on where we are with this and what's  
6 happening?

7 MR. KLEIMAN: On this, I can't answer that  
8 question, unless one of you can. I mean, budgetary,  
9 they know that we started putting in the budget three  
10 fiscal years ago, And it was not the entire piece. We  
11 started funding it little by little so that we had it,  
12 and, then, after that we keep funding it so that it gets  
13 replaced in time in the future. So IT is fully funded  
14 for all of their items, but that's just from the IT  
15 side. Since Suramy has been on board, they're making a  
16 lot of headway in just moving forward with the  
17 programmatic side, which is probably more important  
18 right now, is getting that in order. And IT is  
19 following suit with that. So it's been a nice  
20 combination of getting the proper people in place.

21 MR. IGLESIAS: And the Commission is aware of our  
22 plan to move to electronic plan review, and everything  
23 involved in doing so.

24 Those are the three keys in doing it, and we have  
25 to have all three. I'm not going to the electronic plan

1 review process and show no productivity gains or a  
2 lessening of productivity. So in order to implement it  
3 correctly, and not tell you we have electronic plan  
4 review, and we're looking at it on stuff like this  
5 piecemeal, because that doesn't work.

6 MS. CABRERA: That's impossible. To look at a set  
7 of plans on a small screen is almost impossible to  
8 review.

9 MR. IGLESIAS: You're looking at pieces of it.

10 MS. CABRERA: You cannot. For a structural  
11 engineer, it's impossible.

12 (Simultaneous speaking.)

13 MS. GOLDSTEIN: This is off the record.

14 (Thereupon, a discussion was had off the record,  
15 after which the proceedings continued.)

16 MS. GOLDSTEIN: Thank you so much. I think this  
17 is a great project, and when we review the capital plan  
18 as we go into next year, it would probably be good to  
19 have like a sheet on the status of the project so that  
20 we're aware of where we are. So thank you so much.

21 MR. HOLIAN: Very exciting.

22 MR. PAREDES: The sooner the better, guys.

23 MR. IGLESIAS: Thank you very much. It's good to  
24 be here. Thank you. I have another meeting to go to,  
25 but I just wanted-- I'm very excited about this, and I

1 really want to increase our efficiency, provide better  
2 service, quicker service, and--

3 MS. GOLDSTEIN: And having the experience from  
4 other cities, I'm sure is helpful.

5 MR. RAMOS: Yes.

6 MS. CABRERA: It's incredible. You can't just  
7 forget about all of the thousands of permits that you  
8 have in one system. So it's complicated. He's been  
9 through it and I've been through it so it should be  
10 good.

11 MS. GOLDSTEIN: Thank you.

12 MR. IGLESIAS: Thank you very much.

13 MS. GOLDSTEIN: Okay. Any other discussion items  
14 for today?

15 And scheduling for the next meeting. The proposal  
16 is March 7.

17 MR. PAREDES: I'm out March 7th.

18 MS. GOLDSTEIN: I'm somewhat okay, but not-- how's  
19 March 8?

20 MR. PAREDES: No, I'm out. The remaining of the  
21 week I'm in St. Louis, but you guys can have it. Don't  
22 worry about me.

23 MS. GOLDSTEIN: I think I'm okay.

24 MR. HOLIAN: I'm better that week than the next  
25 week. The next week is St. Patrick's Day, and that's a

1           hectic day in my life.

2                   MS. GOLDSTEIN:  So I think we're okay as long as  
3           Alex is okay with that date.

4                   MR. KLEIMAN:  Which date?

5                   MS. GOLDSTEIN:  The 7th.

6                   MR. HOLIAN:  You can send a tentative out and see  
7           who responds.

8                   MS. BRAVO:  I'm fine with the 7th.

9                   MR. PAREDES:  This was very good.

10                  MR. HOLIAN:  Are we done with the minutes?  Can we  
11           stop the minutes?

12                  MS. GOLDSTEIN:  So I'll adjourn the meeting at  
13           8:47.

14                   (Thereupon, the proceedings were concluded.)

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CERTIFICATE

STATE OF FLORIDA            )  
  )  
COUNTY OF MIAMI-DADE    )

I, ESTELA L. VALLE, Shorthand Reporter and Notary Public for the State of Florida, do hereby certify that I was authorized to and did stenographically report the foregoing proceedings, and that the transcript is a true and complete record of my stenographic notes.

DATED this 16th of February, 2018.

\_\_\_\_\_  
Estela L. Valle  
Shorthand Reporter and Notary Public